



National Aeronautics and Space
Administration
Goddard Space Flight Center

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ANNOUNCEMENT

SUBJECT: Increase Fairness and Transparency in GSFC Personnel Process and Procedures

Dear Colleagues,

As many of you may know over the last several months, the Center has been working on implementing a number of recommendations around our Performance Management System (PMS) based on the results of a review by an independent expert. The review, conducted by Personnel Decisions Research Institutes, Inc. (PDRI), covered the areas of career ladder and accretion promotion processes, training (with particular emphasis on leadership and management development training), awards, and the performance appraisal system.

The major themes of the recommendations can be summarized into two areas: enhancing accountability at all levels from Executive Council to entry level employees; and increasing the fairness, openness and transparency of PMS processes and procedures. Open communications between employees and supervisors is also a major focus, and is critical to many of the revised processes. Some of the more significant recommendations have led to:

- A re-designed accretion promotion process for scientists and engineers at the senior grade levels - including: formally validated promotion criteria; a standardized Accretion Promotion Package for documenting that an employee has met all the criteria; for all GS-13 and 14 S&E employees past six years time in grade, the right to request a documented review against the appropriate accretion promotion criteria; and, an automatic review of readiness for promotion for S&Es who reach six years time in grade after 11/4/05.
- Establishing the Center's policy on using panel interviews for all competitive job applicants. Guidance for the panel interview process has been developed and includes, as part of the supervisory interview process, an inventory of possible questions to assess leadership and management capabilities.
- On-line training for all GSFC civil service personnel on career development, and asking for and receiving feedback. This training is offered through SOLAR and will also be required training for all future new employees.
- A compendium of key S&E job experiences to provide employees with insight into the types of job assignments and career development opportunities that are career enhancing and have been associated with positive promotion outcomes. The report is available at: <http://OHR/CareerAdvice/Intro.htm>
- Proposed revisions to the Leadership and Management Development training call (to be issued spring/summer 2006) including making the application process open to all employees

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More details and direct links to these changes can be accessed on the OHR home page at <http://ohr.gsfc.nasa.gov> - click on "Hot Topics" at the bottom of the page.

With the successful implementation of the recommendations from PDRI, the Center has completed the majority of the programmatic requirements of the Class Action Settlement. When this agreement was mediated several years ago, the Center's commitment was that it would result in positive change for all employees. I believe firmly that we have sustained that commitment - the actions taken to address PDRI's recommendations have resulted in systems that are more fair and more transparent than ever before. Similarly, I believe the effort has clarified the Center's expectations for its supervisors, as well as its employees, in terms of our roles and responsibilities within the arena of Human Capital Management.

We are all accountable and must be vigilant in providing fair and open opportunities for all to contribute their talents and strengths to achieving mission success. Our commitment to that principle will not waiver.

Original Signed By

Edward J. Weiler
Center Director